

# **AXXS** 2000

## *Achieving XXcellence in Science*

Advancing Women's Contributions to Science  
through Professional Societies

**June 2, 2000 Meeting Report**

Sponsored by  
Office of Research on Women's Health  
Office of the Director  
National Institutes of Health  
in collaboration with  
The American Society for Cell Biology

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## **FOREWORD**

The AXXS '99 workshop last December produced many positive and promising results. On June 2 of this year, a follow-on meeting reunited a small select group of AXXS '99 participants to build on the creative and practical ideas generated at that milestone event, thus launching "AXXS 2000." Thirty-one participants representing diverse societies collaborated to review and refine the action plans that were drafted six months ago, consider what could be done to hand their top-priority initiatives over to professional societies, and develop recommendations for anticipated implementation efforts. The resulting top-priority initiatives for enhancing leadership, mentoring, visibility for women scientists, and best practices, along with a soon-to-be-established coordinating group, offer direction and viable mechanisms for effectively promoting women's careers in science. As the AXXS plans go forward, the Office of Research on Women's Health will do all that it can to encourage and support societies as they begin to implement these important initiatives, and to invite clinical societies to join the AXXS team.

I offer my sincere gratitude to those individuals who contributed to the June 2 meeting, as well as all of you who are giving generously of your time and energy to integrate the AXXS initiatives into the programs of scientific societies, businesses, and academia. It is your abiding commitment to advancing women's contributions to science through professional societies that will turn our goals into reality. My special thanks also go to the six members of the AXXS Steering Committee - Donna Dean, Elizabeth Marincola, Pam Marino, Joyce Rudick, Anne Sassaman, and Sue Shafer – whose dedication and perseverance have helped make these events so successful. Lastly, I thank Michael Milano and Rae Thompson for their consulting, facilitation, and writing services, and Gloria Williams for her logistical support.

Let us all strengthen our resolve and continue our collaboration to mark yet another milestone toward achieving our vision for women in science. We are well on the way.

Vivian W. Pinn, M.D.  
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Associate Director, Research on Women's Health  
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## **AXXS '99 RECAP**

The Office of Research in Women's Health, Office of the Director, National Institutes of Health, in conjunction with The American Society for Cell Biology and the National Institute of Environmental Health Sciences, convened AXXS '99 to explore the roles of scientific societies in advancing science by building the careers of all women in science, from the pre-doctoral stage to the senior scientist level. The workshop was held December 9-10, 1999, as a satellite meeting to The American Society for Cell Biology's Annual Meeting in Washington, D.C. More than 140 participants representing more than 50 scientific societies, organizations, and government agencies gathered to

- develop action items that societies could consider for their membership
- contribute to an annotated bibliography of the career resources that could be made available as a national resource on the Internet
- exchange information with other workshop participants on the strengths and weaknesses of existing and planned societal programs and resources for their women members.

## **AXXS Goals**

Seven working groups met throughout the day and, in a highly structured process, developed the following goals for their collaborative efforts:

### **Goal 1: A new cultural norm for women...**

...where gender bias is eliminated, women's leadership and communication styles are honored, the image and perception of women are highly valued, and science and family are compatible roles for women and men in this society.

### **Goal 2: Equity with male counterparts...**

...where women are equally represented in their disciplines and societies compared to their male counterparts, and where women's society memberships, honorary awards, grants, faculty positions, leadership roles, pay rates, journal editorships, and so forth, are on a par with men's.

**Goal 3: High visibility and recognition...**

...where there is widespread professional respect for the accomplishments and contributions of women scientists, large numbers of well-known women deliver keynote addresses, and women routinely receive awards for their scientific achievements.

**Goal 4: Mentoring as an integral part of career development and advancement for women...**

...where mentoring is “gender-neutral” and encompasses both one-to-one and institutional programs, characterized by men seeking out women mentors, and the mentoring of women as an integral part of high schools, academia, professional societies, and scientific organizations and institutions.

**Goal 5: Varied and valued career options for women...**

...where expanded career possibilities for women in science are widely promoted and highly visible at all stages of the career pathway, more teen girls opt to take high school science, an “incubator” environment provides conditions favorable to the advancement of women in science, and greater numbers of mid- and upper-level women scientists remain on their chosen career tracks.

**Goal 6: Readily available networking, resources, and support...**

...where women have access to, and are included in, non-gender-biased networks, which are both formal and informal, as well as faculty- and employer-sponsored.

**Goal 7: Professional advancement and skill building through scientific societies...**

...where there is significant support within societies to help women in science to advance their careers, in the form of mechanisms to promote an individual’s career, funding for skill building and development, affirmative public statements from scientific societies, and job access and advancement through societies.

**Goal 8: Inner and outer empowerment...**

...where women are comfortable with themselves and their careers, feel valued and effective, and hold empowered attitudes – free from any victim-like mentality (inner empowerment); and where there is collaboration and exchange from peers and role models, and MIT- type studies initiated by societies<sup>1</sup> (outer empowerment).

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<sup>1</sup> The MIT Study reported on tenured female faculty experiences of marginalization and the lack of growth in the number of female faculty over two decades.

## **AXXS '99 Initiatives**

Participants in AXXS '99 developed and presented draft action plans for 14 recommended initiatives, which were organized in the final report into the following categories:

### **Leadership, Visibility and Recognition**

1. Develop forums to highlight successes of women scientists
2. Formalize mechanisms for opportunities, awareness, and development for women in science
3. Increase the number of women in society leadership roles
4. Find and implement new strategies for leadership development programs within societies
5. Provide training and facilitate understanding regarding the “rules of the game” as they pertain to networking, promotion, tenure, etc.

### **Mentoring and Networking**

6. Establish a national mentoring system for women
7. Establish mentoring as a core activity of professional societies
8. Develop effective mentoring programs
9. Create a networking website for scientists

### **Best Practices**

10. Design best practices for the advancement of women
11. Establish a best practices clearinghouse

### **Oversight, Tracking and Accountability**

12. Create an umbrella organization of professional societies to facilitate networking and exchange of information and ideas
13. Develop a database of women scientists
14. Establish a report card on the status of women in science and engineering

The full report on AXXS '99 is available on-line at [www4.od.nih.gov/axxs/](http://www4.od.nih.gov/axxs/).

## **OVERVIEW OF THE JUNE 2, 2000 MEETING**

Sponsored by the Office of Research on Women's Health (NIH), in cooperation with The American Society for Cell Biology, AXXS 2000 was launched on June 2, 2000 at a meeting of a small, representative subset of AXXS '99 participants. Invitees came prepared to take the next critical step toward meeting AXXS '99 goals by building on the 14 recommended initiatives from AXXS '99. Thirty-one participants gathered at the National Institutes of Health to

- prioritize and refine initiatives developed at AXXS '99 for promoting women's scientific careers, and
- consider necessary actions for implementing these initiatives, both within and across scientific societies.

The group was intentionally small to allow participants to develop detailed initiatives, while also keeping in mind the big picture, i.e., eliminating redundant efforts, identifying what societies might do to take action on their recommendations, and defining possible mechanisms for continued AXXS support. (For a list of participants see the end of this report.)

### **Opening Remarks**

#### **Ruth Kirschstein, M.D., Acting Director, National Institutes of Health**

I am delighted to be here with you today to help start the process and take the next steps toward implementing the AXXS initiatives. With people from such diverse organizations taking part in this important meeting, I expect that things will go very well, both here and beyond. And, because you are building on the work of AXXS '99, you will not be reinventing the wheel to move forward.

It's time to stop saying the same thing over and over and start doing something different. The major challenge is not getting women started in scientific careers; it's what happens to them next. The challenge is what happens to women as they begin to move up the ladder of success and how they try, and often fail, in getting senior-level positions. Finding women in higher levels of administration and as department chairpersons is hard to do; this is what you must concentrate on.

## **Elizabeth Marincola, Executive Director, The American Society for Cell Biology**

I'm really glad to be here and delighted that ASCB has co-sponsored these AXXS workshops. I agree with Dr. Kirschstein that the problem we are addressing is what happens after women get into science. What makes our focus unique is that we are targeting the role of societies in solving that problem.

The ASCB is in a fortunate position related to its sister sciences and societies. The biological sciences attract large numbers of women. We are a relatively young society. Half of our members are women and five of the last ten elected presidents have been women. In other more entrenched disciplines, it's harder; the further you move up the career ladder, the lower the percentage of women. The differences are striking.

Barriers to women confound and frustrate us, and workshops like this are going to go a long way toward making changes. My advice to the societies that wish to make such changes, and contribute to advancing the roles of women in science, is as follows:

- Have a women's committee that includes prominent women, to whom men give credibility, plus junior women who have something to gain.
- Establish an agenda for your women's committee that is ambitious *and* achievable; keep it positive and avoid letting it become a forum for griping.
- Make sure your agenda is dominated by activities of interest to everyone, not just to women; this allows everyone to become involved (like ASCB's career lunch, which is traditionally a women's event to which men are welcome).
- Work behind the scenes to make sure that there is overlapping membership, with committee leaders also being society leaders.
- Invest in staff support (not volunteers) to make sure that ideas can be implemented.
- Involve women who came of age in the 60s, and who are now in their fifties, viewing them as the hope for tomorrow.

## **Presentation on Related Activities**

### **Donna Dean, Ph.D., Senior Advisor to Acting Director, National Institutes of Health**

There are many AXXS-related works-in-progress and activities that are intersecting now. In May, I gave a talk to the Association of Neuroscience Departments and Programs about several crosscutting government initiatives addressing the recruitment, retention, advancement, and reentry of women in science. By sharing that talk with you today, I am suggesting that we can all use this information to broker our recommended AXXS initiatives to societies and, thus, move closer to our goals.

**(Note:** The points below summarize Dr. Dean's presentation.)

### **Initiatives Underway**

- National Science and Technology Council Committee on Science (NSTC)
- Commission on the Advancement of Women, Minorities, and Persons with Disabilities in Science, Engineering, and Technology (CAWMSET)
- NRC Workshop on Women in the Chemical Workforce
- National Committee on Science and Engineering
- President's Interagency Council on Women
- AXXS '99 Workshop and AXXS 2000

### **Report Recommendations of the National Science and Technology Council Committee on Science (NSTC)**

- Federal agencies should
  - critically evaluate how their programs can increase the participation of women, minorities, and persons with disabilities
  - continue to support research on barriers to full participation
  - recruit, retain, and promote these individuals within their own workforce
- Central Internet site on programs

### **Key Federal Approaches**

- Reward exemplary efforts in increasing inclusiveness
- Provide educational support of individuals
- Focus on key transitions in education
- Increase diversity in own workforce
- Leverage grantees and contractors
- Foster partnerships and networks
- Provide workforce opportunities
- Enhance institutions

### **Recommendations of the Commission on the Advancement of Women, Minorities, and Persons with Disabilities in Science, Engineering, and Technology (CAWMSET)**

- Due to be released the end of July 2000
- Will be directed toward policies and programs that can be implemented by Congress, federal departments and agencies, state governments, private enterprise, nonprofit organizations, and educational institutions

- Addresses five areas:
  - National Imperative
  - Pre-College
  - Access to Higher Education
  - Professional Life
  - Public Image

### **President's Interagency Council on Women**

- Chaired by Secretary Madeleine Albright
- Historically focused on Beijing +5
- Has included a working group on women and health
- Recently formed a working group focused on women, science, and technology

### **Successful scientists for the future**

- Technically competent in their fields
- Capable as independent investigators
- Able to communicate ideas effectively
- Able to work in teams
- Capable of thinking beyond narrow disciplines

In conclusion, the question I pose to you today is, "How can we be effective in speaking to and for all women in science?"

## **Group Process**

Throughout the course of the day-long meeting, participants worked together both in small groups and in plenary sessions to

- identify and recommend top-priority initiatives, based on a review and assessment of the AXXS '99 report and participants' recommendations
- agree on top-priority initiatives for implementation within and across scientific societies
- develop action plans for selected initiatives, including recommended components and considerations for societies to develop detailed action steps tailored to their specific needs, capabilities, and resources
- apply a "big-picture" perspective to determine redundancies, overlaps, gaps, and effective mechanisms for moving ahead with top-priority initiatives.

## **Recommended Initiatives**

Based on its review and assessment of AXXS '99 initiatives, each small working group presented up to four recommended initiatives to the full group, providing an “idea pool” from which to select the top-priority initiatives. The complete list of recommended initiatives, with brief descriptions, has been organized by working group and is shown below.

### **Group 1**

- Create a self-governing umbrella organization with high visibility and/or resources, then develop a mission and oversee website and report card initiatives
- Establish mentoring and leadership development programs within individual societies

### **Group 2**

- Identify, document (in a database), and disseminate best practices on the AXXS website and individual societies' websites
- Develop a standardized methodology for measuring effective programs for promoting women in science and widely publicize “report card” results; work with others to develop and employ an oversight group to manage this process
- Establish leadership development programs in societies to increase women in leadership positions both in societies and in the field
- Develop mentoring programs, such as (a) a guide for mentors, (b) train-the-trainers classes to disseminate mentoring information and increase skills, and (c) mentoring workshops at society meetings

### **Group 3**

- Develop a website for communicating advances/progress and hosting a virtual mentoring program, coordinated by an advisory board or ORWH
- Institute a report card for universities, societies, and government - run by a committee of appropriate representatives – to help women choose their schools and workplaces

### **Group 4**

- Give high visibility to women in science through existing women's committee(s) that nominate women for awards, publicize women's achievements, involve people in women's activities, establish a national report card on organizations' friendliness to women, and talk publicly about the successes of women (on Oprah and other high-profile shows)
- Implement mentoring programs for women scientists, especially at the mid-career level, and give awards to individuals and institutions

- Organize for change by establishing a central coordinating committee to oversee other initiatives
- Enhance women in leadership positions by training them in leadership skills, such as strategic planning, policy formulation, and so forth; conduct workshops at society meetings to help build women's presence as well as their skills

### **Group 5**

- Establish an umbrella organization or coordinating council composed of representatives from a number of societies to take responsibility for the report card, best practices, and other accountability-related initiatives
- Implement leadership development activities in societies by spotlighting women in leadership positions and linking to committees within societies

## **Four Top-Priority Initiatives**

Following considerable discussion on the definitions and merits of each recommended initiative, the group made a distinction between ideas that were action-based and those that provided mechanisms for action, such as the oversight group and website. They then compiled and synthesized similar action-based initiatives into four top priorities, as shown below, in random order.

- Initiative 1: Enhance women in leadership positions
- Initiative 2: Enhance mentoring programs
- Initiative 3: Promote the visibility of women in science
- Initiative 4: Gather, evaluate, and publish best practices

Next, the group agreed that establishing a coordinating committee and using the existing AXXS website were essential elements in implementing all activities, separate and apart from the action-based initiatives. Participants willing to serve on such a coordinating committee volunteered before leaving the meeting. This new leadership group was named the AXXS Coordinating Team, or ACTeam.

### **The ACTeam**

The group envisioned the ACTeam as a self-governing representative body that coordinates inter-society efforts to implement AXXS initiatives, supports related intra-society activities where possible, and documents and distributes progress reports, report card results, best practices, and other information to help promote and enhance women's careers in science.

## **Next Steps**

The full group identified three immediate tasks for the ACTeam:

- To complete and refine the strategies and action plans for the four top-priority initiatives established at the June 2 meeting
- To develop an integrated implementation plan and timeline
- To confer with ORWH about the possibility of using the AXXS website to meet identified Internet requirements within the four initiatives.

Soon after these activities are completed, the ACTeam will need to determine its mission, roles and responsibilities, composition, and ongoing activities, i.e., how it will further the development and implementation of AXXS initiatives. Later tasks will likely include gaining society support and involvement in carrying out action plan(s), taking steps to initiate inter-society activities, documenting progress, and acting as a clearinghouse for ongoing programs.

### **Immediate Action Items**

After viewing the draft action plans for the four top-priority initiatives, the group noted that some items required additional refinement and integration, while others could be acted upon immediately by AXXS participants within their respective societies. The list below contains the immediately actionable items identified by each action-planning group.

#### **From Initiative 1: Enhance women in leadership positions**

- Have each society incorporate items related to enhanced leadership roles for women into its strategic plan action, with an annual report out on how well each society is doing
- Establish a women's committee in all societies, large or small
- Offer leadership training before, during, and/or after society meetings; have women's committees encourage members to attend and obtain/use grants to help cover separate registration fees
- Nominate women to elected office, appointed positions, and editorial boards; have women's groups submit names to appropriate entities, as well as monitor success and report on results to women, Board, membership, and the general public
- Pair an established/successful society with an emerging women's group (i.e., mentoring at a society level)

#### **From Initiative 2: Enhance mentoring programs**

- Identify effective mentoring programs

**From Initiative 3: Promote the visibility of women in science**

- Conduct internal promotion activities ( “push marketing,” frequent publicity, and ads geared toward total membership)
- Use website/listserv to communicate

**From Initiative 4: Gather, evaluate, and publish best practices**

- Obtain examples of best practices from organizations such as AAMC, WIM, ASCB, AAAS, and AACP to improve and sustain diversity in society representation and leadership

## **TOP-PRIORITY INITIATIVES AND ACTION PLANS**

The following eight pages contain the draft action plans for each of the four top-priority initiatives that were developed by June 2 meeting participants. The ACTeam will address any existing redundancies, gaps, and overlaps as they prepare and integrate these plans for development and implementation by and through professional societies.

## **Initiative 1: ENHANCE WOMEN IN LEADERSHIP POSITIONS**

### **Aim**

To increase the number of women in leadership roles both in professional societies and in the field, with societies as the launching points

### **Brief Description**

This initiative is geared toward (a) teaching leadership skills, such as strategic planning, policy formulation, and teaching/presentation skills to women at all career levels; and (b) helping women who have leadership skills to achieve and sustain leadership positions.

Outcomes of this initiative are that

- the strategic plan of each society incorporates action items related to enhanced leadership roles for women, with an annual report out on how well each society is doing
- there are women's committees in all societies, large or small
- scientific societies offer leadership training before, during, and/or after society meetings, and women's committees encourage members to attend and obtain/use grants to help pay separate registration fees.

### **Best Implemented by**

- Women's groups within individual societies
- Society leadership
- AXXS 2000 / ACTeam

### **Evaluation (Indicators of Success)**

To be developed

### **Action Items**

To be developed

### **Recommended Components and Considerations for Initiative 1**

- Consider opening seminars to women *and* men at all career levels.
- Consider helping societies' women's committees (a) gain access to the nomination process within their societies, (b) get women's names to the forefront for elections and/or appointments, by submitting names to appropriate entities, (c) monitor success and (d) report on results to women, Board, membership, and the general public.
- Consider pairing emerging women's groups with others who have succeeded in a similar effort/activity.
  - The ACTeam could determine successful precedents “out there” and pair a successful society with an emerging women's group (mentoring at a society level).
  - Some pairing could occur by inviting ad-hoc members from one society to sit on other societies' committees.
  - Other pairing could be done as a one-time connection, rather than as a “sitting” position.
- Consider having the ACTeam facilitate cross talk between societies.

## **Initiative 2: ENHANCE MENTORING PROGRAMS**

**Note** Because of the wide-ranging approaches, needs, and capabilities related to mentoring within different societies, contributors to the mentoring group felt challenged in coming up with specific actions for this initiative. The full group agreed that further work is required on this important initiative.

### **Aim**

To implement effective mentoring, career development, and support mechanisms for scientists at all levels of career development and achievement

### **Brief Description**

To be developed

### **Best Implemented by**

- Individual societies

### **Evaluation (Indicators of Success)**

To be developed

### **Action Items**

To be developed

## **Recommended Components and Considerations for Initiative 2**

- This initiative should have enough different components to benefit a wide range of people with differing needs.
- Consider compiling a list of available mentoring resources, along with an evaluation of their effectiveness, then
  - post the list on the AXXS website
  - use the list to start women’s programs
  - evaluate programs on the list and give awards to best practices.
- Consider developing a distance training program on how to be a mentor (i.e., teaching the various skills of mentoring).
- Consider developing a standardized evaluation methodology to compare/measure the effectiveness of mentoring programs, to help determine how well a given program is doing.
- Consider having AXXS invite representatives from societies to a mentoring training session; employ a train-the-trainers approach in which trained will teach others, who will teach others, who will teach others, etc..
- Consider developing the initiative on the premise that supervisors are not automatically good mentors and build a “grass roots” program that teaches people how to be effective mentors.
- Consider establishing a coalition on mentoring with representatives from different societies.
- Consider using a different word than “mentor.” The definition often becomes field specific and may be confusing.

## **Initiative 3: PROMOTE THE VISIBILITY OF WOMEN IN SCIENCE**

### **Aim**

To encourage more women's successes in science

### **Brief Description**

This report card initiative uses both "gotcha" and a "reward" approaches. The first part aims at academic institutions, the second part has to do with societies, the third part relates to internal promotion activities, and the fourth part involves external promotion activities. Outcomes of this initiative are

- an increased awareness of women's presence and achievements in science
- higher standards of excellence in science

### **Best Implemented by**

- A coordinating committee comprised of a limited number of society representatives, using a listserv or website to communicate

### **Evaluation (Indicators of Success)**

To be developed

### **Action Items**

To be developed from points outlined below

1. Report card on institutions that provides
  - a national ranking of academic institutions
  - a track record of institutions' promotion of women
  - repackaging of existing data to influence ongoing studies
2. Report card on societies regarding the number of women
  - on editorial boards
  - on conference program committees
  - receiving societal awards
  - as invited conference speakers
  - as fellows
  - in management (staff) positions
3. Internal promotion activities such as
  - "push marketing"
  - frequent articles and other publicity
  - ads geared toward total membership
4. External promotion activities, including
  - overall cultural change
  - talking to the larger community to heighten understanding

### **Recommended Components and Considerations for Initiative 3**

- This initiative requires a significant number of volunteers, support staff, and resources.
- Implementing this initiative does not involve reinventing the wheel. It calls for obtaining resources to find existing information and perform a new analysis.
- Consider using the *US News and World Report's* rating of academic institutions as a model.
- Consider getting *US News and World Report* or the National Resource Council to take on this initiative, or provide necessary resources to support it.
- Consider publishing report card results in *Science News* to provide an external impetus for institutions filling out an internal report card. While institutions may complain, they would likely participate and make efforts to raise their ratings.
- Consider external promotion activities such as appearances on Larry King and Oprah Winfrey shows.

## **Initiative 4: GATHER, EVALUATE, AND PUBLISH BEST PRACTICES**

### **Aim**

To improve and sustain diversity in society representation and leadership, and to change scientific organizational culture

### **Brief Description**

This initiative focuses on finding and disseminating “best practices,” defined as programs that increase the number of women in leadership positions by (a) changing an organization’s governing structure; (b) changing an organization’s climate/culture; (c) providing monitoring to ensure that progress is sustained; and/or (d) establishing accountability policies and procedures.

### **Best Implemented by**

- ACTeam and AXXS members

### **Evaluation (Indicators of Success)**

To be developed

### **Action Items**

To be developed from points outlined below

1. Invitation (positive spin)
  - Send letter to societies
    - stating systemic problem
    - providing some national data (e.g., data on graduate women in science)
    - asking: “Have you noticed this problem within your organization? If so, would you be willing to share your practices/programs to address the problem or how you solved it?”
  - Use AXXS information
2. Dissemination
  - Distribute information, including the number/name of organizations invited to participate, as well as responses (or lack of response)
    - on website (monitor use and advertise)
    - on a listserv (e-group)
    - in print (organization journals)
3. Evaluation and Guidance
  - Develop guidelines for best practices by
    - evaluating self-reported best practices
    - working with Catalyst
    - publishing guidelines

#### **Recommended Components and Considerations for Initiative 4**

- Consider working first with societies, then universities, corporations, and government
- Consider covering the following areas in a “report card” for best practices:
  - Boards
  - Officers
  - Membership
  - Membership categories
  - Women’s committee
  - Committee members / chairs, by committee
  - Program organizers and (platform) presenters
  - Editorial boards
  - Award recipients
  - Speakers’ bureaus
  - Professional development (% women involved)
  - Family-friendly meeting environment
  - Mentoring programs

## **RECOMMENDED FORMULA FOR SUCCESS**

Meeting participants shared their concerns and hopes for the successful implementation of the four top-priority initiatives. The group's comments and suggestions have been compiled and are presented here as essential elements in a recommended "formula for success."

### **Individual energy and determination**

Individuals' commitment to the goals of AXXS, as evidenced by their continued active involvement in AXXS, especially in light of their demanding schedules, will provide the momentum for the implementation of the initiatives within and across scientific societies.

### **Implementation from and through professional societies**

Those societies that are receptive to the AXXS 2000 recommendations, and that willingly develop and implement actions related to each initiative, will lead the way to widespread successes in the achievement of AXXS goals, becoming models for other societies to emulate.

### **The ACTeam's coordination and support**

The ACTeam's capacity to (a) build inter-society partnerships and programs; (b) provide incentives and support for intra-society activities, and (c) document and report on nationwide results will hasten and expand the positive outcomes associated with AXXS 2000 initiatives.

### **Open and frequent communication and sharing**

Access to information about what is already working, what is underway, and what is being planned will be the glue that unites people, societies, and activities in a common endeavor.

The anticipated result of combining these critical components is a huge wave of activities, rippling out from one to many individuals, and from society to society, to significantly advance women's contributions in science.